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ABSTRACT

Indian Hills Community College, faced with rising utility bills dues to inadequate insulation in the campus's older buildings, now utilizes a four-day week during the winter quarter as an energy conservation measure. Planning for the implementation of the four-day week, which began in 1976, was coordinated by an overall energy committee made up of representatives from all levels of the college community. Through this committee, a series of surveys was conducted to assess the impact of the plan on students, to determine how well the general public would accept the four-day week, and to collect data on past energy use. Initial findings revealed that although there was no consensus on the precise times the school day should begin and end, most students, faculty, and staff approved of the four-day plan. The survey also determined that the plan would save commuting students a total of $2,500 per day in fuel costs. Presently, after the plan has been in operation for three years, over 90% of the faculty, staff, and students of the college are in favor of the four-day week. There have been complaints, however, that lecture periods under this schedule are too long for technical disciplines such as computer programming and calculus. Plans are being prepared to implement the four-day week during the summer session in order to reduce air-conditioning costs. (JP)

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BIRTH OF THE FOUR-DAY WORK WEEK

by

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Paper presented at the Annual Convention of the American Association of Community and Junior Colleges

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INDIAN HILLS COMMUNITY COLLEGE IS LOCATED IN SOUTHEAST CENTRAL IOWA, IN A DISTRICT COMPRISED OF TEN COUNTIES. IT IS A RATHER LARGE DISTRICT, ROUGHLY RECTANGULAR AND APPROXIMATELY 100 MILES LONG BY 75 MILES WIDE AND IS IN A SPARSELY POPULATED AREA WITH ABOUT 150,000 PEOPLE OF ALL AGES IN THIS LARGE DISTRICT.

WE HAVE TWO CAMPUSES, APPROXIMATELY 50 MILES APART - A SMALL ARTS AND SCIENCE CAMPUS AT CENTERVILLE, IOWA THAT HAS ABOUT 300 STUDENTS. THE MAJOR CAMPUS AND CENTRAL OFFICE ARE AT OTTUMWA, IOWA IN ROUGHLY THE CENTER OF THE DISTRICT. THE OTTUMWA CAMPUS OCCUPIES THE SITE OF A WORLD WAR II NAVAL AIR BASE AND TWELVE OF THE HOLLOW TILE BUILDINGS ARE STILL BEING USED FOR ADMINISTRATIVE OFFICES, GENERAL CLASSROOMS, VOCATIONAL/TECHNICAL PROGRAMS, ETC. APPROXIMATELY 100,000 SQUARE FEET OF NEW BUILDINGS HAVE BEEN ADDED TO THE CAMPUS, BUT THE UTILITIES COST, BOTH HEATING AND AIR CONDITIONING FOR THE OLD BUILDINGS IS STILL A PRIME CONCERN. THE WORLD WAR II BUILDINGS ARE VIRTUALLY IMPOSSIBLE TO INSULATE WITHOUT ASTRONOMICAL EXPENSE, EVEN THOUGH THE HEATING AND AIR CONDITIONING SYSTEMS HAVE BEEN UPDATED AND REPLACED, THE AIR LOSS FACTOR FROM THESE BUILDINGS MAKES IT IMPOSSIBLE TO MAINTAIN A LEVEL HEAT IN ANY AREA OF THE BUILDINGS.

AS OUR ENROLLMENT GREW AND THE BUILDINGS WERE RECEIVING MORE USE, WE BEGAN TO TAKE A CLOSE LOOK AT THE ESCALATING UTILITIES COST. THIS COUPLED WITH THE APPARENT INCREASE IN NATURAL GAS FOR HEATING AND ELECTRICITY FOR COOLING, TRIGGERED MY THINKING TO SOME ALTERNATIVES FOR ENERGY CONSERVATION. WE DID

SOME OF THE USUAL, SUCH AS CUTTING BACK THE THERMOSTATS AT NIGHT, CLOSING EVERY OTHER WINDOW WITH PLYWOOD AND INSULATION, PUTTING ON STORM WINDOWS WHEREVER POSSIBLE, ETC., BUT AGAIN THE ALMOST UNINTERRUPTED FLOW OF AIR THROUGH THE BUILDINGS CONTINUED TO PREDOMINATE THE CASE.

IN THE SPRING OF 1976, I BEGAN TO TAKE SOME VERY CLOSE LOOKS AT SOME ALTERNATIVE PLANS AND KEPT COMING BACK TO THE THOUGHT THAT IF WE COULD REDUCE THE NUMBER OF DAYS THAT PEOPLE-COMFORT CLIMATE HAD TO BE MAINTAINED, IT WOULD BE A WAY WE COULD SUBSTANTIALLY REDUCE OUR ENERGY FLOW. SO, SERIOUS STUDY TOOK PLACE. I FIRST TRIED THE IDEA ON OUR EXECUTIVE COUNCIL, A GROUP OF ELEVEN ADMINISTRATORS. LATER IN THE DAY, I MADE THE SAME PRESENTATION TO OUR MANAGEMENT COUNCIL, AN EXTENDED GROUP OF ADMINISTRATORS INCLUDING DEPARTMENTAL CHAIRMEN AND LEAD INSTRUCTORS. IT WAS CONSENSUS THAT THE IDEA WAS WORTH PURSUING, SO AN OVERALL ENERGY COMMITTEE WAS FORMED WITH REPRESENTATIVES FROM ALL LEVELS OF THE COLLEGE OPERATION, I.E. - CERTIFIED, NON-CERTIFIED, SECRETARIAL, CLERICAL, INSTRUCTIONAL, STUDENT SERVICES, ADMINISTRATION, AND SO ON. OUT OF THIS CAME THREE WORKING COMMITTEES: 1.) "STUDENT OPPORTUNITIES AND HISTORY" - THIS COMMITTEE WAS USED TO DETERMINE THE IMPACT THE PLAN WOULD HAVE ON STUDENTS, THE ADVANTAGES, HOW IT WOULD AFFECT THEIR TRAVEL, THEIR JOBS, ETC. 2.) "EXTERNAL RELATIONS AND IMPACT" - THIS COMMITTEE WAS TO REVIEW HOW THE GENERAL PUBLIC WOULD ACCEPT THE FOUR DAY WEEK. AS YOU KNOW, MANY PEOPLE FEEL THAT EDUCATORS WORK ONLY PART TIME ANYWAY. WE WERE CONCERNED ABOUT HOW THE 26 K-12 DISTRICTS IN OUR AREA WOULD VIEW THE FOUR DAY WEEK, IF IT WOULD INTERFERE WITH OUR REGULAR ACTIVITIES INVOLVING THESE SCHOOLS, SUCH AS VISITS TO THE CAMPUS BY STUDENTS: HOW IT WOULD AFFECT OUR ADULT AND CONTINUING EDUCATION PROGRAMS THAT SOMETIMES EXTEND THROUGH THE WEEKEND, AND THESE SORTS OF THINGS.

3.) "RESOURCE UTILIZATION AND DEVELOPMENT COMMITTEE" - THIS COMMITTEE COLLECTED DATA ON PAST ENERGY USE, WORKED WITH THE POWER COMPANIES WITH PROJECTIONS AS WELL AS CONSIDERED OTHER POSSIBILITIES FOR ENERGY CONSERVATION.

I WILL SAY AT THIS TIME THAT YOU CAN NOT OVER-INFORM BOTH THE EXTERNAL AND THE INTERNAL COLLEGE COMMUNITY WHEN ATTEMPTING A PROGRAM LIKE THIS: 1.) STATE DEPARTMENT OF PUBLIC INSTRUCTION THAT HAS ADMINISTRATIVE JURISDICTION OVER THE COMMUNITY COLLEGES WAS BROUGHT IN AT THIS POINT. 2.) STUDENTS AND STAFF. 3.) UTILITIES COMPANIES. 4.) OUR GENERAL PUBLIC, OUR CONSTITUENCY - WE CALL THEM OUR STOCKHOLDERS.

IN CONVERSATION WITH OUR STATE DEPARTMENT OF PUBLIC INSTRUCTION, I FOUND THAT THE WINTER BEFORE, WHICH WAS QUITE A SEVERE WINTER IN THE MIDWEST, ONE THURSDAY NIGHT IN EARLY WINTER THE GOVERNOR OF MINNESOTA SENT A MEMO TO ALL GOVERNMENT AGENCIES INDICATING THAT ON MONDAY MORNING THEY WOULD IMMEDIATELY BEGIN A FOUR DAY WEEK. THEY DID THIS AND THE RESULT WAS A SAVINGS ON THE UTILITIES COST RANGING ALL THE WAY FROM 8% TO 42% FROM THE COMMUNITY COLLEGES WE SURVEYED, BUT THE GENERAL FEELING ABOUT THE FOUR DAY WEEK IN SPITE OF THE ENERGY SAVINGS, WAS THAT IT WAS A FAILURE, RANGING ALL THE WAY FROM A MINOR FAILURE TO AN ABYSMAL FAILURE. ONE DESCRIBED IT AS EXTREMELY CHAOTIC BECAUSE THEY DID NOT HAVE TIME TO PLAN AND CONDITION THE PUBLIC FOR THIS CHANGE IN A VERY TRADITIONAL SCHEDULE. OTHER PROBLEMS WERE ENCOUNTERED SUCH AS UNION CONTRACTS IN THE SCHOOLS THAT NECESSITATED PAYING OVERTIME FOR ANYTHING BEYOND EIGHT HOURS. MOST OF THE MINNESOTA AGENCIES WENT TO A STRAIGHT FOUR DAY, TEN HOUR DAY, SO EIGHT HOURS OF OVERTIME HAD TO BE PAID WEEKLY AND MANY FELT THAT THIS OFFSET THE ENERGY SAVINGS. AT ANY RATE, WE DID DETERMINE THAT SOME SAVINGS COULD BE REALIZED WITH THE FOUR DAY WEEK.

WE HAD SURVEYS SENT TO ALL OF OUR STAFF AND STUDENTS - A STANDARD SURVEY THAT INDICATED WE WERE ONLY IN THE PRELIMINARY PLANNING STAGE AND WANTED TO EXPLORE THE FEASIBILITY OF LENGTHENING THE SCHOOL DAY IN THE WINTER QUARTER SO THAT THE RESULTS MIGHT BE A FOUR DAY WEEK. WE EXPLAINED THE COMMITTEE STRUCTURE AND ASKED FOR THEIR HELP IN THE VALUE OF SUCH A PLAN. WE EMPHASIZED THAT IT SHOULD BE KEPT IN MIND THAT THE PRIMARY PURPOSE OF THIS PLAN IS TO SAVE FUEL AND LOWER THE EXPENSE OF FUEL COSTS FOR INDIAN HILLS COMMUNITY COLLEGE AND THAT, ALSO A VERY IMPORTANT BENEFIT WOULD BE A 20% SAVING OF FUEL FOR ALL THAT COMMUTE. IN ESSENCE, EVERYBODY COMMUTES TO OUR CAMPUS BECAUSE WE ARE LOCATED ABOUT FOUR MILES OUT OF TOWN, BUT THE INDIVIDUAL SAVING WOULD BE IMPORTANT. WE ASKED THEM TO HELP US WITH THIS FIRST STEP AND THAT, IF THE RESULTS WERE AFFIRMATIVE, WE WOULD PROCEED WITH FURTHER RESEARCH SO THAT A RECOMMENDATION COULD BE MADE TO THE BOARD OF TRUSTEES AT THE APRIL MEETING. WE INDICATED THAT WE WOULD SHARE THE RECOMMENDATION AS SOON AS ALL THE DETAILS WERE COMPLETED.

WE ASKED BASIC QUESTIONS ON THE FIRST QUESTIONNAIRE: "WOULD YOU BE IN FAVOR OF LENGTHENING THE SCHOOL DAY AS DESCRIBED ABOVE?" AND, IF SO, ASKED THEM TO CHECK THE BEGINNING AND ENDING TIMES. WE GAVE THEM A CHOICE OF BEGINNING AT 7:30 AND DISMISSING AT 3:30 OR 7:45 TO 3:45 OR 8:00 TO 4:00. BASICALLY THE SAME SURVEY WAS SENT TO STAFF WITH THE EXCEPTION THAT WE OUTLINED IN DETAIL THE PERIODS AND THE LENGTHS OF THE PERIODS IN THE EARLY, MIDDLE AND LATER STARTING TIME AND ALSO DESCRIBED HOW WE WOULD STAGGER THE LUNCH SHIFTS, ETC. AND CLOSED WITH A STATEMENT SUCH AS THIS: "CONSIDERING STUDENT ENDORSEMENT OF ONE OF THE ABOVE SCHEDULES, DO YOU FAVOR AND FEEL THAT THE EDUCATIONAL OBJECTIVES OF INDIAN HILLS COMMUNITY COLLEGE CAN BE FULFILLED IN YOUR PROFESSIONAL ASSIGNMENT?" WE THEN ASKED

FOR COMMENTS AND THEIR SIGNATURE. WE SENT ANOTHER VERY SIMILAR SURVEY TO NON-CERTIFIED STAFF MEMBERS, NOT GETTING INTO THE DETAILS OF SCHEDULING. THE RESULTS WERE: NON-CERTIFIED STAFF - 45 YES, 13 NO; STUDENT RESPONSE WAS 659 YES, 120 NO. THE 120 PRIMARILY CAME FROM THE ARTS AND SCIENCE GROUP THAT REALLY, ACCORDING TO CLASS SCHEDULE, DO NOT COME TO SCHOOL AT REGULAR TIMES ANYWAY. STUDENTS ALMOST SPLIT ON THE EARLY START AND THE LATER START, SO IT WAS DETERMINED TO GO WITH THE 7:30 START, 3:30 RELEASE.

THERE WAS NO LOSS OF CLASS TIME. AS A MATTER OF FACT, ON THE FOUR DAY WEEK SCHEDULE, WE WERE IN CLASS OR LAB 7½ HOURS MORE PER QUARTER THAN DURING THE REGULAR QUARTER. WE WERE NOT FIRM ON THE NUMBER OF HOURS AN INSTRUCTOR WAS COMMITTED TO THE COLLEGE DURING THE FOUR DAY WEEK, SO IT SHOWED A REDUCTION OF ABOUT 30 HOURS PER QUARTER FOR INSTRUCTORS AND THEIR TIME COMMITMENT TO THE COLLEGE. WE CAN DO THAT BECAUSE WE DO NOT HAVE A MASTER CONTRACT AND ARE NOT ORGANIZED, SO WE CAN PROVIDE A LITTLE MORE FLEXIBILITY THAN IN A MORE RIGID SITUATION.

ALL THE WHILE THIS WAS GOING ON, OUR PUBLIC INFORMATION OFFICE WAS ADVISING THE COMMUNITY OF OUR THINKING AND WAS PROVIDING AN UPDATED REPORT ON THE PROGRESS OF THE STUDY. THE SURVEY WAS CONDUCTED BY OUR MARKET CLASS, WHICH SIUMULTANEOUSLY CONDUCTED A SURVEY TO DETERMINE ACTUAL GASOLINE SAVINGS FOR OUR STUDENTS AND STAFF. AT THAT TIME, WE FOUND THAT OUR STUDENTS WERE DRIVING 29,639 MILES COLLECTIVELY PER DAY. OUR PUBLICITY INDICATED THAT THE STUDENTS AND STAFF OF INDIAN HILLS DRIVE OVER ONCE AROUND THE WORLD EACH DAY AND THAT THE ACTUAL FUEL SAVINGS WOULD BE IN THE $2,500 PER DAY MARK AND AI A 20¢ PER MILE COST FOR OPERATING AN AUTOMOBILE, THE SAVINGS WOULD APPROACH $6,000 PER DAY. EVERYTHING WAS COMING BACK IN THE AFFIRMATIVE.

ENTHUSIASM FOR THE THOUGHT SEEMED TO BE INCREASING, SO THE DECISION WAS MADE TO IMPLEMENT THE FOUR DAY WEEK WINTER QUARTER BEGINNING AROUND THANKSGIVING TIME IN THE WINTER OF 1977.

THERE WERE, OF COURSE, SOME SHAKEDOWN PAINS AS WE WOULD HAVE IN ANY CHANGE FROM A TRADITION, BUT, IN GENERAL, THE ATTITUDE OF THE STUDENTS AND STAFF WAS "LET'S GIVE IT A TRY." THE ATTITUDE OF "TRYING TO MAKE IT WORK" SEEMED TO PREVAIL OVER THE ATTITUDE OF "LET'S SEE HOW MANY THINGS WE CAN FIND WRONG WITH IT." THIS IS WHY I THINK THAT STAFF AND STUDENT CONDITIONING AND ADEQUATE LEAD-IN TIME TO SUCH A PROGRAM, NOT TRYING TO PROVE THE BENEFITS OF IT, BUT TRYING TO PROVIDE ALL INFORMATION SO THAT ALL OF THE PARTIES INVOLVED CAN MAKE THEIR OWN DECISION IS SO IMPORTANT.

ANYWAY, WE MADE IT THROUGH THE TWELVE WEEK QUARTER AND IMMEDIATELY GAVE A POST SURVEY. THE SURVEY WAS A SIMPLE ONE: "I LIKED IT BECAUSE", " I DIDN'T LIKE IT BECAUSE", "I WILL BE BACK AT IHCC AND I WOULD LIKE TO HAVE THE FOUR DAY WEEK." "I WILL BE BACK NEXT YEAR AND WOULD NOT LIKE TO HAVE IT." "IF YOU WILL NOT BE BACK, CANDIDLY, WHAT DID YOU THINK ABOUT THIS SORT OF THING?", AND ASKED ANOTHER QUESTION LIKE, "I WOULD RECOMMEND THE FOUR DAY WEEK IN THE FUTURE QUARTERS OR I WOULD NOT RECOMMEND THE FOUR DAY WEEK IN FUTURE QUARTERS." THE OPINION WAS ABOUT 80% FAVORABLE FROM STUDENTS AND STAFF ALIKE. THERE WERE "POCKETS", OR VARIOUS PROGRAMS, THAT WERE ALMOST UNANIMOUSLY AGAINST IT, BUT, OBVIOUSLY POINTING OUT THE FEELING OF THE INSTRUCTOR OR THE PROGRAM HEADS. WE HAD SOME PRETTY CANDID COMMENTS LIKE "IF THE ADMINISTRATION HAD TO GET UP AS EARLY AS WE DO, YOU WOULDN'T LIKE IT.", AND THESE SORTS OF THINGS, NOT REALIZING THAT OTHER THAN THE CUSTODIAL STAFF, I WAS THE FIRST ONE ON CAMPUS EVERY MORNING. WE WEREN'T THIN SKINNED

ABOUT IT AND TRIED TO VIEW WHAT THE MAJORITY OF THE PEOPLE WERE SAYING TO US. ABOUT A MONTH LATER, AFTER THEY HAD HAD A CHANCE TO THINK ABOUT IT A BIT, WE WENT BACK WITH ANOTHER SURVEY: "SHOULD WE TRY IT AGAIN NEXT WINTER?" AND, BY THAT TIME, THE OPPOSITION, EVEN IN SOME OF THE DEPARTMENTS THAT WERE MORE STRONGLY AGAINST IT, HAD DIMINISHED CONSIDERABLY. AT THAT TIME, WE DID MAKE A DETERMINATION TO ANNOUNCE IN ADVANCE AND BUILD IT INTO OUR NEXT YEAR'S CALENDAR, THE FOUR DAY WEEK.

I WOULD POINT OUT AT THIS TIME SOME OF THE COMPLAINTS THAT I BELIEVE WERE LEGITIMATE. OUR DATA PROCESSING/COMPUTER PROGRAM STAFF FELT THAT AN HOUR AND FIFTEEN MINUTES OF LECTURE IN A RATHER TECHNICAL AREA WAS A LITTLE LONG, AND I THINK THAT FEELING STILL PREVAILS EVEN THOUGH THAT AREA DOES HIGHLY FAVOR THE FOUR DAY WEEK. OUR HEALTH OCCUPATIONS PEOPLE HAD A LITTLE TROUBLE IN ADJUSTING THEIR CLINICAL SCHEDULE AND IN THE ARTS AND SCIENCE PROGRAM, IT WAS FELT THAT THE MORE DIFFICULT COURSES, CALCULUS AND SO ON, WERE JUST A LITTLE LONG.

OKAY, WE CAME BACK IN THE WINTER OF 1978. THE SECOND YEAR WAS ALMOST WITHOUT A HITCH. IT WAS AN ACCEPTED THING. BETWEEN 1977 AND 1978, I BEGAN THINKING "WHAT CAN WE DO DURING THE SUMMER SESSION TO CONSERVE ON ELECTRICITY COSTS?". WE TRIED SOMETHING A LITTLE DIFFERENT THEN. WE WENT TO A SHORTENED DAY. WE STARTED AT 6:30 IN THE MORNING, 6:45 FOR THE STUDENTS, AND HAD A SHORTENED LUNCH HOUR. THE STUDENTS WERE RELEASED AT 1:15 AND THE STAFF AT 1:30. EVERYBODY LOVED THAT EXCEPT ME AND, I GUESS, THE REST OF THE ADMINISTRATION. THE SHORT DAY WAS COUNTERPRODUCTIVE, AS THE ADMINISTRATION WOULD CONTINUE TO WORK INTO THE AFTERNOON. IF YOU NEEDED TO CONTACT SOMEBODY OR HAVE MEETINGS, ETC., THEY WERE GONE. SO, REALLY, THAT WAS NOT

VERY SUCCESSFUL. ABOUT THIS TIME, GASOLINE COSTS REALLY STARTED COMING UP, SO WITH THE FIVE DAY, SHORT DAY WEEK, WE WERE NOT ASSISTING THE STUDENTS IN THE WAY WE SHOULD.

OUR SITUATION AT THE PRESENT TIME IS THIS: WE HAVE JUST COMPLETED OUR THIRD FOUR DAY WEEK DURING THE WINTER QUARTER. WE ARE GOING TO THE FOUR DAY WEEK DURING THE SUMMER SESSION AND I BELIVE, WITHOUT A DOUBT, THAT THE COMMUNITY HAS ACCEPTED IT. THE STUDENTS AND STAFF ARE IN THE HIGH 90% FAVORABLE, SO I WOULD PREDICT THAT MAYBE EVEN BY NEXT FALL AND MOST CERTAINLY BY NEXT SPRING THE COLLEGE WILL BE ON A YEAR ROUND FOUR DAY WEEK CALENDAR. THE SAVINGS DURING THE FIRST ATTEMPT AT THE FOUR DAY WEEK WERE IN EXCESS OF $12,000. THE SUMMER SAVINGS, WITH THE SHORTENED DAY, WERE ABOUT $5,000, AND NOW, WITH OUR INCREASED ENROLLMENT AND THE INCREASED COST OF GASOLINE, USING A FIGURE OF 20¢ PER MILE, WE WILL OFFER THE STUDENTS IN THE SUMMER SESSION A DAILY SAVINGS OF OVER $7,200, OR A MINIMUM SAVINGS OF $79,200 FOR THE QUARTER.

OKAY, WHAT ARE THE REALLY NEGATIVE POINTS? I HAVE MENTIONED THEM. WE OCCASIONALLY HEARD THE FIRST YEAR, "OH, YOU GUYS ARE WORKING TODAY?", AND THESE SORTS OF THINGS, BUT I WOULD HAVE TO SAY NOW THAT OUR POSITION IS ONE OF ENVY AMONG OUTSIDE GROUPS. AS A MATTER OF FACT, A COUPLE OF LOCAL INDUSTRIES HAVE GONE TO THE FOUR DAY WEEK, USING OUR SUCCESS AS ONE OF THEIR INPUTS. I FEEL THAT IT HAS PROVIDED A STRENGTHENING OF THE SUPPORT FOR A PROJECT THAT THE COLLEGE DOES TOGETHER, AMONG ALL COLLEGE STAFF AND STUDENTS. I FEEL THAT ALL OF YOU ARE GOING TO HAVE TO LOOK AT THIS POSSIBILITY AS WELL AS OTHER ENERGY SAVING THOUGHTS TO MAKE SOME PIANO WIRE BUDGETS STRETCH. I CAN'T OVER-EMPHASIZE THE IMPORTANCE OF DEVELOPING A CLIMATE AND A MENTAL

HEALTH OF THE INSTITUTION BEFORE THIS UNDERTAKING, BECAUSE PEOPLE, STUDENTS AND THE STAFF, ARE THE ONES THAT WILL MAKE IT SUCCESSFUL OR UNSUCCESSFUL. SO, ESTABLISHING A CLIMATE IS MOST IMPORTANT. STUDENTS LOVE IT BECAUSE IT SAVES THEM MONEY FOR GASOLINE COMMUTING TO SCHOOL. THAT DOESN'T MEAN THEY DON'T SPEND THE MONEY IN OTHER WAYS. WE DO FIND THAT OVER 80% OF OUR STUDENTS HOLD PART TIME JOBS AND THESE PEOPLE ENTHUSIASTICALLY SUPPORT IT BECAUSE IT GIVES THEM A THREE DAY WEEKEND TO PUT TOGETHER LARGER PACKAGES OF WORK HOURS.

WE HAVE DONE OTHER THINGS. WE ARE LOOKING AT SOME NEW BUILDING CONSTRUCTION THAT WILL BE EARTH-SHELTERED TYPE CONSTRUCTION. WE HAVE APPLIED AND JUST RECENTLY BEEN AWARDED A GRANT TO COMPUTERIZE OUR HEATING AND COOLING SYSTEM BUT, REALLY THE FOUR DAY WEEK WAS THE MOST SUCCESSFUL AS FAR AS A PROJECT INVOLVING THE ENTIRE COLLEGE.

I AM GOING TO STOP HERE. I WILL BE HAPPY TO ANSWER ANY SPECIFIC QUESTIONS OR RESPOND TO ANY THOUGHTS YOU MIGHT HAVE. I WOULD ALSO BE HAPPY TO SHARE WITH YOU SOME OF THE DATA THAT WE USED IN THE START UP AND IMMEDIATELY FOLLOWING THE FIRST YEAR AS WELL AS A COPY OF MY NOTES FROM TODAY, IF THEY MIGHT BE OF ANY VALUE TO YOU. IF YOU WOULD JUST LEAVE YOUR BUSINESS CARD, I'LL TRY TO GET BACK TO IOWA WITH THEM OR, YOU COULD DROP ME A LINE AT INDIAN HILLS COMMUNITY COLLEGE, OTTUMWA, IOWA, AND WE WOULD SEND YOU THE MATERIAL. IT'S BEEN A PLEASURE.

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